



Training Proposal for:
KND Development 52 LLC
dba Kindred Hospital Baldwin Park
Agreement Number: ET12-0229

Panel Meeting of: **December 16, 2011**

ETP Regional Office: **North Hollywood**

Analyst: M. Reeves

PROJECT PROFILE

Contract
Type: SET/HUA - Retrainee
Medical Skills Training

Industry
Sector(s): Healthcare

Counties
Served: Los Angeles

Repeat
Contractor: ☐ Yes ☒ No

Union(s): ☐ Yes ☒ No

Priority
Industry: ☒ Yes ☐ No

No. of Employees in CA: 3,300

No. of Employees Worldwide: 76,300

Turnover Rate %	Manager/ Supervisor %
10%	0%

FUNDING DETAIL

Program Costs	Substantial Contribution	Total ETP Funding
\$382,806	\$0	\$382,806

In-Kind Contribution
\$514,269

TRAINING PLAN TABLE

Job No.	Job Description (by Contract Type)	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	SET/HUA Retrainee	MS Clinical with Preceptor, MS Didactic, Commercial Skills, Computer Skills, Continuous Improvement, Hazardous Materials	153	24 - 200	0	\$2,502	\$15.37
				Weighted Avg: 139			

Minimum Wage by County: \$15.37 per hour for Los Angeles County.

Health Benefits: ☒ Yes ☐ No This is employer share of cost for healthcare premiums – medical, dental, vision.

Used to meet the Post-Retention Wage?: ☒ Yes ☐ No

\$2.00 per hour may be used to meet the Post-Retention Wage.

Wage Range by Occupation	
Occupation Title	Wage Range
Registered Nurse (RN)	
Licensed Vocational Nurse (LVN)	
Respiratory Therapist	
Clerical Staff	
Laboratory Technician	
Quality Improvement Staff	
Social Services Staff	
Ultrasound Technician	
Utilization Staff	
Administration Staff	
Radiology Staff	

INTRODUCTION

In this proposal, KND Development 52 LLC dba Kindred Hospital Baldwin Park (Kindred) seeks funding for retraining as outlined below:

Located in Baldwin Park, Kindred is a long-term acute care hospital currently providing healthcare services for up to 71 patients upon admission. Kindred is eligible for ETP funding under Special Employment Training (SET) for frontline workers (Title 22, California Code of Regulations (CCR), Section 4409.) The hospital qualifies for ETP's priority industry reimbursement as a healthcare employer.

Kindred provides aggressive specialized interdisciplinary care to medically complex patients who require extended recovery time (generally 25 days or more). The hospital serves the community by receiving Intensive Care and Medical/Surgical patient transfers from short-term acute facilities. Kindred primarily serves geriatric patients commonly presenting symptoms related to pneumonia, ventilator dependence, anemia, immobility, and nutritional complications. These patients often have limited healthcare options and require prolonged recovery time that conventional short-term acute care hospitals may not be equipped to support.

The hospital's services include an operating room, intensive care unit, wound care, pharmacy, radiology, rehabilitation center, respiratory care, dietary and case management, surgery, and social services.

PROJECT DETAILS

In early 2012, Kindred plans to open a new medical surgical unit with an additional 20 beds. The estimated capital investment in new equipment for this unit is currently set at \$600,000. To facilitate a successful opening, the hospital must provide extensive training to a significant number of its licensed nurses and respiratory therapists.

The hospital also has plans to install new computer systems in patient rooms, as well as a new software system (ProTouch) that will require training for all clinical staff. ProTouch is essential to clinicians for documentation purposes, information analysis, and monitoring of patient data. Kindred has already introduced other vital computer programs in recent months: 1) Centricity – used to view and study patient radiological reports; 2) Kindred Hospital Acuity Tool (KHAT) - to assist with shift staffing of clinical personnel; 3) Micromedex - for patient and nursing education information; and 4) Knect – a resource tool for reviewing nursing policy and protocols.

In addition, select members of Kindred's staff must achieve competence in the use of sophisticated patient care equipment such as Esprit ventilators, Hill-Rom beds, podiatry surgical instruments and equipment, Bipap Vision System, portable x-ray machine, blood bank alarms, and medical blenders.

The proposed project will allow the hospital to provide a structured development program focused on upgrading workers' skills, improving employee retention, and allowing the hospital to deliver optimal quality healthcare services to its patients.

Medical Skills Training

The Panel has established a "blended" reimbursement rate for nurse upgrade training, recognizing the higher cost of delivery for the Clinical Preceptor model. For this project, approximately 70 Registered Nurses and 38 Licensed Vocational Nurses will participate in clinical skills training classes.

The hospital estimates that a core group of approximately 25 technicians and therapists may participate in select clinical didactic/preceptor training classes, based on the complexity of their patient care responsibilities. This rate, \$22 per hour, recognizes the higher cost of delivery for clinical training. It will apply to both the Didactic and Preceptor modes of delivery. The standard class/lab rate for priority industries, \$18 per hour, will apply to Commercial Skills, Computer Skills, Continuous Improvement, Hazardous Materials, and Literacy Skills training. (See Curriculum.) Computer-Based Training is not being funded under this program.

Commercial Skills training will focus on the hospital's clinical staff (Nurses, Respiratory Therapists, Laboratory Technicians, and Ultrasound Technicians) and will cover medical equipment use, patient handling techniques, infection control, and healthcare treatment skills.

Computer Skills training will be provided to all trainees in the use of various medical software solutions. Training will focus on electronic medical records technology, medical inventory tracking, laboratory data, radiology analysis, and case management. Social Service, Quality Improvement, Administration, and Clerical staff will receive intermediate and advance Microsoft Office training, as these employees are required to write correspondence, create spreadsheets and presentations, and generate reports.

Continuous Improvement training will be provided to all trainees. These courses will focus on performance and quality improvements. Training will include case management and documentation, communication skills, critical thinking, decision making, and team building skills.

Hazardous Materials training will be provided to Clinical staff, Radiology, Quality Improvement, Social Services and Utilization Staff to educate workers on the proper handling and disposing of hazardous materials in the healthcare environment.

SET/HUA ETP Minimum Wage

All trainees in Job Number 1 work in the city of Baldwin Park, a High Unemployment Area in Los Angeles County. This is a region with unemployment exceeding the state average by 15%. (Title 22, CCR, Section 4429(b).)

These trainees qualify for the ETP Minimum Wage rather than the Statewide Average Hourly Wage, and the Panel may further reduce it by up to 25% if post-retention wages exceed the start-of-training wages. (Title 22, CCR, Section 4429(e).) However, the hospital's wages (including health benefits) meet the ETP Minimum Wage requirements for Los Angeles County. Therefore, the hospital is not asking for a wage modification.

Commitment to Training

Kindred represents that ETP funds will not displace the hospital's existing financial commitment to training. The hospital anticipates that the opportunity for enhanced training made possible by ETP funds will encourage an ongoing financial commitment in this area. The hospital represents that safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

Kindred's current training budget for 2011 is approximately \$58,000. The hospital's training efforts include housewide orientation, proper use of new equipment, clinical orientation, new policies and procedures, and regulatory compliance topics. The hospital is projecting its 2012 training budget to increase to approximately \$141,000.

RECOMMENDATION

For the reasons set forth above, staff recommends approval of this proposal, including the blended reimbursement rate for the medical skills training of the hospital's clinical staff.

DEVELOPMENT SERVICES

N/A

ADMINISTRATIVE SERVICES

N/A

TRAINING VENDORS

To Be Determined

Exhibit B: Menu Curriculum**Class/Lab Hours**

24 - 200 Trainees may receive any of the following:

MEDICAL SKILLS – DIDACTIC SKILLS (For Clinical Staff only:
Nurses, Respiratory Therapists, Laboratory Technicians, Ultrasound
Technicians)

- Arterial Blood Gas (ABG) Interpretation
- Advanced Cardiac Life Support (ACLS)
- Bloodborne Pathogens
- Blood Product Administration and Transfusion Reactions
- Care of Central Lines
- Care of Dialysis Patients
- Congestive Heart Failure
- Conscious Sedation
- Chest Tube
- Chronic Obstructive Pulmonary Disease (COPD)
- Code Blue Response and Procedures
- Code Purple Response and Procedures
- Critical Care Skills
- Diabetes Care and Management
- Deep Vein Thrombosis Identification and Management
- Dysrhythmia Recognition and Interpretation
- Deep Vein Thrombosis and Prevention
- EKG and Cardiac Monitors
- Enterostomal Therapy Care
- Enteral Feedings
- Fluid and Electrolytes
- Geriatric Care
- Gastrointestinal Assessment and Management
- IV Therapy
- Malignant Hyperthermia
- Medical/Surgical Nursing Skills
- Medication Administration
- Medication Dosage and Administration (Math Calculation)
- Myocardial Infarction Identification and Management
- Negative Pressure Wound Therapy
- Neurological Assessment
- Ostomy and Continence Care
- OSHA-compliance
- Operating Room Skills
- Oxygen Administration
- Pain Management
- Patient Controlled Analgesia
- Pharmacology
- Physical Assessment

- Post Operative Care
- Psychotropic Medications
- Pulmonary Embolism
- PICC Line Care and Management
- Rapid Assessment Team Training
- Respiratory Assessment and Care
- Renal Assessment and Management
- Stroke Symptoms, Assessment and Management
- Surgical Site Infection Prevention
- Tracheotomy Care
- Total Parenteral Nutrition (TPN)
- Ventilator Assessment and Management
- Ventilator Acquired Pneumonia (VAP)
- Vascular Assessment
- Wound Care

MEDICAL SKILLS - CLINICAL/PRECEPTOR (For Clinical Staff only: Nurses, Respiratory Therapists, Laboratory Technicians, Ultrasound Technicians)

Medical/Surgical Unit Training

- Assessment and Care of the Medical/Surgical Patient
- Care of Central Lines
- Care of Dialysis Patients
- Diabetes Care and Management
- EKG and Cardiac Monitoring
- IV Therapy
- Medical/Surgical Nursing Skills
- PICC Line Care and Management
- Post Operative Care
- Respiratory Assessment and Care
- Renal Assessment and Management
- Seizure Assessment, Monitoring and Management
- Stroke Symptoms, Assessment and Management
- Vascular Assessment

ICU/Critical Care Unit Training

- Assessment and Care of Critically Ill Patient
- Care of Central Lines
- Care of Dialysis Patients
- Chest Tubes
- Critical Care Nursing Skills
- EKG and Cardiac Monitors
- IV Therapy
- PICC Line Care and Management
- Post Operative Care
- Respiratory Assessment and Care
- Renal Assessment and Management

- Stroke Symptoms, Assessment and Management
- Vascular Assessment
- Ventilator Assessment

COMMERCIAL SKILLS

- Basic Life Support (BLS)
- Body Mechanics
- Education: for Patients and Their Family
- Equipment Skills: IV Pumps, Enteral Pump, Cardiac Telemetry, Dynamap-vital signs, Pulse Oximeter, Ventilators, Specialty Beds and Mattresses, Hoyer lift, Glydoscope, Emergent Care-Crash Cart, Doppler, Lifescan, Weight Scales, Wound Vac, Patient Controlled Analgesic Pump, Blood Warmer, Sequentials, Hypothermia Cart
- Infection Control
- Medical Terminology
- Nurse Assistant Skills
- Monitor Technician Skills
- Patient Fall Prevention
- Respiratory Care: Treatment/s, Passy-Muir Valve, Tracheostomy Care, Decannulation, Intubation
- Restraints
- Transfer Techniques

COMPUTER SKILLS

- Hospital Management Software Training (HMS): Documentation, Order Entry
- Centricity
- Pro Touch: Documentation, Order Entry, Super Users
- Microsoft Office Skills (Intermediate and Advanced)

CONTINUOUS IMPROVEMENT

- Acuity- KHAT
- AOA to JACHO
- Assessing and Reporting Abuse
- Being a Patient Advocate
- Charge Nurse Training
- Critical Thinking
- Communication Skills
- Conflict Resolution
- Culturally Appropriate Care
- Customer Service
- Dealing with Difficult People
- Decision Making
- End of Life Care
- Error and Adverse Event Reporting

- Evaluation of unit needs
- Interdisciplinary Coordination of Care, Treatment and Services
- Leadership Skills
- Monitoring
- Preceptor Skills
- Performance and Quality Improvement
- Preventing Documentation Errors
- Scheduling
- Staffing Levels
- Statistical Analysis
- Strategic planning
- Team Building

HAZARDOUS MATERIALS

- Bio-hazard Waste Management (Clinical, Environmental Services)
- Hazardous Chemical Cleaning/Handling

Note: Reimbursement for retraining is capped at 200 total training hours per trainee, regardless of the method of delivery.